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Impact of Corporate Culture on Resource Sharing Between Enterprises

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Abstract: The specific influence of corporate culture on the subjects of resource sharing is pointed out, through the study of impact of corporate culture on resource sharing behavior in all aspects including corporate culture material layer, behavior, institution, and core values in this article. The specific effecting of corporate culture can guide enterprises to use corporate culture to upgrade resource sharing.

Keywords: corporate culture, resource sharing, core value

1. INTRODUCTION

With the constant change of market environment, the business philosophy of companies changes from pre-existing interest-oriented into existing value-oriented at the same time when market changes from a seller's market into a buyer's market. Enterprises won't manage only for short-term profit, but to gradually consider the long-term development ways. The construction of corporate culture to some extent meets the company's pursuit of interest while ensuring the long-term development. Otherwise, the research on corporate culture is just focused on the effect of the enterprise itself currently. The articles that discuss the role of corporate culture between multiple organizations are few, and the study on the influence of corporate culture on resource sharing between Innovation Alliance for the purpose of innovation is less. This paper intends to discuss the impact of corporate culture on resource sharing between organizations and propose how to enhance the effect of inter-organizational resource sharing through corporate culture. It also provides a reference to improve role of corporate culture and enhance the efficiency of resource sharing.

2. LITERATURE REVIEW

Corporate culture was proposed by Deal and Kennedy through a summary of long-term enterprise management research information accumulated. And they proved that it played an important role on a successful business enterprise through rich cases. At the same time, a wave of corporate culture research was started in academia. The research about corporate culture involves in several aspects including the structure of corporate culture, the form, type and function of corporate culture and so on. However, the object of these researches is single enterprise; the study about the impact of corporate culture on multiple enterprises is little, especially in the aspect of organizational resources sharing.

The sharing of resources is effective way for enterprises to respond constantly changing market condition and against market risk. Companies can obtain required resources by exchanging with own certain resources, through the sharing of resources. The exchange of resources will help companies obtain the required resources in a short time on the one hand, and avoid all kinds of risks during their own development on the other hand. There is some detailed research about the motivation and the process of resources sharing and so on, but the discussion between resources sharing and corporate culture is little. The founding of Innovation Alliance is the main activity to achieve knowledge sharing between companies, where knowledge sharing is as a represent of resources sharing research for people to conduct overview study of resources sharing and corporate culture.

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The world's first Delphi survey about "knowledge manages the future" which is done by Wolfgang Scholl and Peter Heisig and so on shows that corporate culture is the primary factor to obstruct knowledge sharing between enterprises, and it also figures out the degree of influence of corporate culture on knowledge sharing^[1]. Hao Wenjie and Ju Xiaofeng establish concept model and theoretical assumptions of the factors on R & D team knowledge sharing, which is based on knowledge sharing theory and analysis of R & D team knowledge sharing's characteristics and factors. Then they use empirical study through the questionnaire and structural equation to find out that providers and recipients of knowledge, sharing means and relationship of two sharing sides have significant impact on knowledge sharing of R & D team, but influence of culture is not obvious^[2].

Sui jing and Yu Jiancheng who learn the idea of project management discuss the process of organizational learning and knowledge innovation, and propose the strategy how organizational learning and knowledge innovation projects to segment environment. They believe that the building of cultural policy determines the organization's views on learning and organizational learning capacity^[3]. Zhang Zhongfeng learns that if organization needs to carry out effective knowledge management, we not only have to own the necessary hardware and software systems, but also put knowledge nurture and management as a ways to gain competitive advantages. And thus new organizational culture can be created which is benefit for organization knowledge sharing and value-added^[4]. Wang Xiuhong and Han Guangping who establish a model to promote the sharing of tacit knowledge through analyzing the characteristics of tacit knowledge and the factors that affect tacit knowledge sharing, point out that the way to promote the sharing of tacit knowledge is to establish a certain of key culture so that the employees will wish to share their tacit knowledge, but also material excitation is necessary to exploit the tacit knowledge of employees^[5]. All the research above focus on the impact of corporate culture on internal resource sharing of enterprise itself, and research about the impact of corporate culture on resource sharing between multi-organizations is not involved.

Chai Guorong and Zong Shengliang build a game model of knowledge sharing in cooperative innovation between enterprises. They work out the relationship between knowledge-sharing level and reward and punishment, the number of co-operation and co-factor. In addition, they pointed out the impact of cultural differences between cooperative innovations members on the willingness to share knowledge^[6]. Fan Pingjun find out that the monopoly of knowledge, asymmetrical cost-benefit of knowledge sharing, and self-interest in culture are also the barriers of knowledge sharing except the form of knowledge itself. He believes that good organizational culture which is composed of mutual trust, learning and sharing provides a rich soil for the building of knowledge sharing mechanism^[7]. Teng Yucheng, Ding Changqing who use method of game to analyze the formation process of knowledge sharing performance believe that strengthening the performance management and improving incentive and restraint mechanisms of knowledge-sharing can drive the organizational culture construction of knowledge sharing, so as to form good interaction between knowledge-sharing mechanisms and knowledge-sharing culture^[8]. Chen Li, Guo Liang Xuan and Lu Ruoyu point the importance of corporate culture for sustainable development of enterprises and the meaning of reshaping corporate culture based on knowledge sharing. They still give the approaches to knowledge sharing through the analysis of culture reshaping time of different levels of knowledge in enterprise^[9].

We can see the research about resources sharing and corporate culture involves all stages of corporate development and resource sharing, otherwise the systematic study of the impact of corporate culture on resource sharing is still less. So the research about the effect of corporate culture on cross-enterprise resources sharing has practical significance to improving the role of corporate culture enhance the efficiency of resource sharing among enterprises^[10].

3. IMPACT OF CORPORATE CULTURE ON INTER-ENTERPRISES RESOURCE SHARING

3.1 Corporate culture.

The concept of corporate culture is the most widely accepted by Mr. Schein's definition. He believes organizational culture which is formed in the long course of practice and can be generally accepted and followed by members is combined of the organization's values, sense of community, work style, behaviors and ways of thinking. From the definition, it is not difficult to find corporate culture includes the innovative, collaborative, rigorous, loyalty, integrity and warmth, etc. Generally speaking, the role of corporate culture is also reflected in integration of resources, promoting performance, improving organization and the role of shaping the product. Because of this, once employees accept the company's culture, they will have a habitual thinking and behavior. It also is the reason why companies that own good corporate culture have difficulties in business change, corporate diversification, and mergers and acquisitions. We can see it from the world's first Del Philippine investigation report about "knowledge manages the future" done by Wolfgang Scholl and Peter Heisig^[1].

The impact of corporate culture on inter-enterprise resource sharing can be explained from the figure of constituent elements or constituent model of corporate culture which is shown in figure 1:

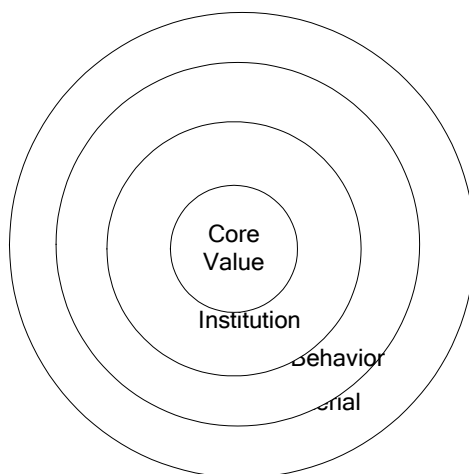


Figure 1. The constituent elements of corporate culture

3.2 The role of corporate culture's constituent elements in resource sharing

The material level which is created by organization is the surface of organization culture as a condition of forming institution and spirit level of organization culture. Usually company's corporate culture performance as material form. The formation of Innovative Alliance is also based on company's need of heterogeneous resources, and when companies choose resource partners, they will acquaint their partners before further resource cooperation. It can be said whether the main of resource sharing cooperate or not is depended by partners' resource form. Reflected in the corporate culture model is the materials form of enterprises, such as product development, service, product quality, company reputation, etc. Material level of corporate culture is the premise for enterprises to develop resource sharing, only through the recognition of the status of corporate resources, more in-depth resource sharing behavior will happen.

The behavior level which is a direct manifestation of the institution level reflects the cultural in production and operation activities of organization, just like the company's management style, interpersonal relationships. It can be said the culture of behavior level reflects the company's overall outlook. When companies carry out the acts of resources sharing, they always judge the extent of resources investing of the other company through their behaviors so as to determine the level of their own resources investing. To some extent, the behavior level determine the sharing activities can or not be able to continue in the end and if the sharing has a result.

The institution level is the middle level of corporate culture which organically combines material culture and spiritual culture of the organization as a whole. Institution is concentrated expression of the corporate philosophy, and system level provides a code of conduct that organization members should follow in common production and business activities, so the institution level can be used as judgment basis of resource sharing desire and potential to participate in resource sharing of companies.

Spirit level is the core value level of corporate culture, and it is mind-set and value orientation of employees groups which is formed in long-term practice. The impact of corporate culture on spirit level reflects in the guidance and support role of company's value to resource sharing behavior. Different development environment and resources of enterprise allows different core value. Same culture is not necessary in the concept of resource sharing between enterprises. The spirit of enterprise allows the existence of differences. The research based on successful enterprise's core value shows constituent elements of success idea in these enterprises are the same, such as trust, loyalty or innovation and so on.

Just like trust has played an important impact on the efficiency and effectiveness of resource sharing. The importance reflects in improving initiative of tacit resource sharing through building trust relationships which is also a fundamental method to solve the lack of sharing motivation in innovation network and improve sharing efficiency. Actually, the realization of innovation goals depends on the successful sharing of tacit knowledge. Improving the efficiency of tacit resource sharing is the transfer for willingness and strength to share of sharing subject. It can be said to some extent, tacit knowledge sharing bases on the subjective views on the innovation subject, therefore we can take certain measures to improve the desire of innovation subject so as to realize the sharing of resources. The transfer of subjective views can be seen as guidance for sharing psychology. So how to make innovation main come into being act close to each other, I think it is something based on identity to an idea or object. Then the trust would provide an effective way, and trust is mutual, is based on the behavior of mutual recognition. The generation of innovation in innovation network lies in achieving a certain degree of recognition between innovation subjects. It's the only way to form interactive behaviors of their own require resource. And the premise of resource sharing between innovation subjects is to build a trust relationship. So I believe that trust can best mobilize the hidden resource sharing behavior and plays an incentive role on maintenance and optimization of sharing behavior. Trust runs through in the entire process of sharing activities.

In my opinion, the specific impact of corporate culture on resource sharing is reflected in the material level and behavior level. Resource sharing between enterprises is directly affected by material resources and sharing behavior of enterprises. And the core value and institution in corporate culture are the products of long-term development, the impact of which on resource sharing is fundamental, but indirect. The requirement of core value and institution is for the inclusiveness and diversity of corporate core idea. Inclusiveness can let sharing activities conduct effectively under different ideas, and diversity is the requirement of resource sharing to achieve the ultimate purpose of innovation.

Therefore, we can build a resource haring model, shown in figure 2:

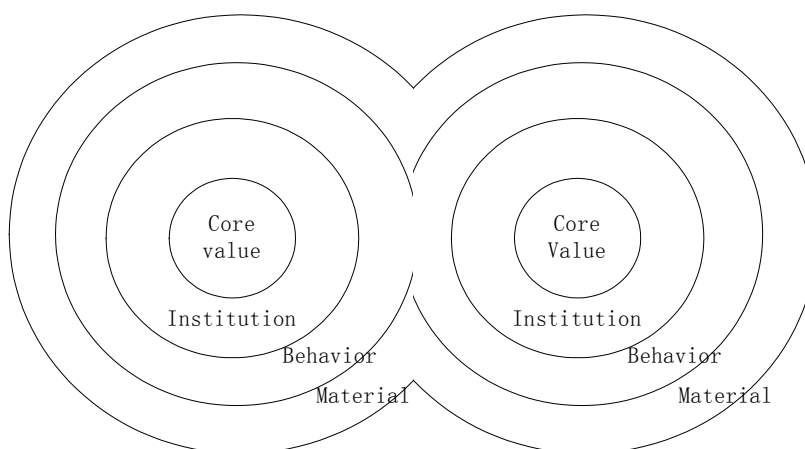


Figure 2. The model of resource sharing

3.3 The process of impact of corporate culture on resource sharing

The whole process of resource sharing can be described with the following several phases: requirement of resource sharing-----formation of sharing network based on resource heterogeneity-----determine the specific needs of the resource subject-----search for resource sharing object-----come into being sharing willingness -----sharing behavior-----use and absorb shared resources-----generate new demand for resource sharing. The enterprise will always choose resource sharing partners through product quality and corporate reputation and so the material level after generate the demand of resource sharing. Only the enterprises through the "assessment" will be combined into a resource sharing alliance. Whether the resource sharing objects are willing to share their core resources as well as the degree of sharing is the most important in resource sharing activities. To some extent, we can determine whether to continue to carry out resource sharing activities and the level of commitment on core resources through organization behavior of corporate culture. The in-depth resource sharing behavior is the enterprise's identity to core idea of partner. This identity will contribute to resources sharing between enterprises while accepting different cultural ideas of enterprises. If the enterprise's core ideas support resource sharing, the cooperation of resource sharing between will be more in-depth. The process figure is shown in figure 3:

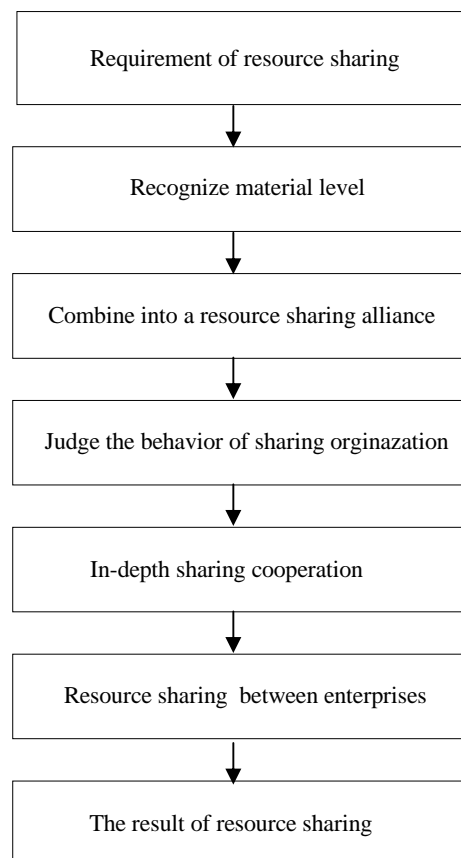


Figure 3. The process of resource sharing

4. CONCLUSIONS

This article clearly researches the importance of corporate culture in realizing inter-enterprise resource sharing. And I discuss the impact of corporate culture on resource sharing from the perspective of corporate culture's elements. We conclude that the tolerance to each other's culture for resource sharing subjects is necessary condition of carrying out in-depth cooperation while accepting diversity of corporate culture and realizing innovation purpose. In view of this, the process chart of impact of corporate culture elements on resource sharing is proposed. The innovation of this article is the discussion about the specific influence on resource sharing activity of corporate culture, which will be used to provide specific recommendations for resource sharing between enterprises.

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